

Chapter 5

Conclusions, Discussions, and Recommendations

Conclusions

In this study, several private dental hospitals in Changzhou city, China were selected as the research objects to analyze the determinants of social capital of private dental hospitals and their related impacts. In order to ensure the objectivity and practicability of the study, this study used a combination of quantitative and qualitative methods, conducted questionnaires and interviews, and summarized the determinants. Through the above methods, this study provides good management ideas and directions for the subsequent development of private dental hospitals.

The contribution of this paper is that, first of all, the definition, type and influence of social capital in private dental hospitals are sorted out through qualitative questionnaire and interview, and internal and external social capital and trust are discussed together on the basis of relevant literature. Then, the paper combines with quantitative methods to score and search data. Trust degree, communication and other indicators are quantified, which enriches the previous research methods and categories in this area. Through this method, this paper refines the research scope (that is, the research sample is refined to the private dental hospital at the prefectural and municipal level), and concludes that in the context of the current development of the medical industry, the impact of external capital on private dental hospitals is greater than that of internal social capital and trust social capital. Moreover, the investment in medical equipment and technology and the tax incentives obtained in external social capital have a greater impact on various aspects (such as operational efficiency and political participation) of private hospitals. Therefore, private dental hospitals should first optimize their external capital, that is, by increasing investment and conducting more exchanges and cooperation with the government. Strengthen the medical ability and image shown by itself, and then further optimize internal and trust social capital by improving employee salaries and improving patient medical experience, and then improve its competitiveness and status in the development of the industry on this basis.

1. Understanding the social capital in dental hospitals in Changzhou City.

1.1 The definition of social capital in Dental Hospital

The social capital of Changzhou Dental Hospital refers to the intangible assets generated by the hospital's reputation, trust and relationships in the local community and the wider healthcare ecosystem. Social capital included patients' positive perception of the hospital's medical service attitude and technical ability during their medical treatment. In addition, it extends to the hospital's ability to engage effectively with relevant government departments. In essence, social capital represents a hospital's ability to build and leverage relationships, trust, and positive reputation to enhance its day-to-day operations and better serve patients.

1.2 The elements of social capital in Dental Hospital

Through the interviews, it was found that the social capital elements of Changzhou Dental Hospital included reputation and trust, community relationship, and participation with government departments. Reputation is an important component of social capital in dental hospitals. A positive reputation means that the hospital is recognized by patients, which in turn can increase patient trust. The dental hospital in Changzhou has a deep connection with the local community. The social capital in this context includes the hospital's relationship with local residents, community organizations, and enterprises. The ability of dental hospitals to effectively connect with relevant government departments is another dimension of social capital. This engagement can encompass regulatory compliance, collaboration on public health initiatives, and advocacy for beneficial community healthcare policies.

1.3 Determinant of social capital of Dental Hospital

Based on the literature analysis, interviews and questionnaire survey of several private dental hospitals in Changzhou city, this paper believes that the social capital of the dental hospital in Changzhou city can be analyzed from three perspectives: social network, social trust and social norms.

Private dental hospital first, on the social network, social network is mainly refers to the connection between the members of the organization, namely the relation between the hospital and staff, including hospital is concerned about the treatment of employees as well as the frequency of communication between the hospital and staff. It can also include two aspects: employee salary and communication frequency.

Secondly, in terms of social trust, social trust private dental hospital mainly refers to the individual to social activities involved in the behavior of others trust, this paper studies suggest its specific corresponding to the hospital to get this

kind of social capital investment and corresponding social trust capital. It includes the hospital's investment in medical equipment, medical technology, infrastructure, and the frequency of communication with patients.

Finally, in terms of social norms, the social norms of private dental hospitals refer to the social capital formed by the communication between dental hospitals and the government, as well as the capital obtained from the relevant financial support and policy participation. The social capital in this aspect includes two aspects, namely, the frequency of communication between the hospital and the government and the financial investment.

Through the analysis of these three aspects, this paper clarify the basic construction of social capital private dental hospital. Based on this, we can further analyze how private dental hospitals affect their social capital formation and the possible influencing factors.

2. Influencing of social capital on management efficiency, doctor-patient relationship, and political engagement of dental hospital in Changzhou City

2.1 Influencing of social capital on management efficiency of dental hospital in Changzhou City

According to the analysis above, among the three types of internal social capital, external social capital and trust, trust has the greatest impact on the formation of social capital and management efficiency of hospitals, while the formation of external social capital and its impact are greater than that of internal social capital. It can be seen from this point that under the current development background and policy guidance of the medical industry, private dental hospitals should first gain the trust of patients as much as possible, and the impact of patients' trust score on the hospital's operation efficiency and the further formation of social capital is greater than that of patients' trust score on doctors. This shows that the hospital should first build a good reputation among patients, and then further improve by improving the ability of medical staff. At the same time, the result that the influence of external capital is greater than that of internal social capital also shows that private dental hospitals should pay more attention to the formation of external social capital, increase investment in the optimization of medical technology, the renewal of medical facilities and participation in the government's policy discussion on the medical industry, so as to better form external social capital. This can further strengthen patients' trust in the hospital and doctors, thus improving the hospital's operational efficiency.

2.2 Influencing of social capital on doctor-patient relationship of dental hospital in Changzhou City

According to the results above, the factors of social capital that have a significant impact on it are employee salary in internal social capital and communication frequency with employees. In external social capital, these factors include investment in medical equipment, investment in medical technology. For trust, patients' trust in doctors and hospitals in trust capital both have significant influence to doctor-patient relationship. This means that if the hospital wants to strengthen the relationship with patients, then the improvement of staff treatment and communication frequency will provide help from the perspective of internal social capital, because the staff will feel the hospital's attention and will be more dedicated to the treatment of patients. At the same time, the hospital can also strengthen the investment in medical technology and equipment, so that patients can directly feel the strengthening of medical experience, so as to effectively strengthen the external social capital of the hospital. At the same time, hospitals can also improve the communication between patients and doctors and hospitals, then patients' medical experience will be improved by giving patients more feedback channels, and strengthen patients' trust in hospitals and doctors' medical services. Through the strengthening of these three aspects, hospitals can achieve the purpose of strengthening the doctor-patient relationship.

2.3 Influencing of social capital on political engagement of dental hospital in Changzhou City

When consider about political engagement, the variables that significantly influenced them were investment in medical equipment, investment in medical technology, favorable tax policy and communication frequency with the government. And the degree to which patients in trust capital trust hospitals will also has significant effect. This means that if a dental hospital wants to improve the right to speak in the process of policy making, it should first strengthen its external social capital, which means showing the government its strong medical strength by increasing investment in medical equipment and technology, and consider actively obeying the existing tax policies of the government. And moderately improve the frequency of communication with the government, so as to give the government a positive impression of obedience to management and active participation in policy communication. At the same time, by strengthening patients' trust in themselves, hospitals can also improve their image from the social reputation, so that the government will consider the needs of private dental hospitals more when making policies, thus enhancing their political participation.

However, it should be noted that although internal capital and patients' trust in doctors at this time is relatively insignificant, it does not mean that it is not important, because ignoring these factors means more potential problems. Therefore, when improving the relatively significant social capital, hospitals should also pay attention to these non-significant social capital factors to avoid unnecessary trouble.

According to the previous analysis, social capital includes three dimensions: trust, norm and citizen participation network, which are interdependent and mutually reinforcing to promote cooperation. The three features of social capital are the dominant analytical paradigm in which the concept is applied, as well as the characteristics of social organization. Trust refers to the attitudes and values that achieve mutually beneficial cooperative behavior, which can promote mutual understanding and support in interpersonal interactions.

Therefore, the social capital of private dental hospitals in Changzhou mainly focuses on the relationship between the government and patients and the relationship management between the government and employees, and the factors affecting its formation also focus on this aspect. According to the relevant definitions and the actual situation of the hospital, the factors that affect the formation of social capital in private dental hospitals can be divided from three aspects: internal, external and trust.

Among them, internal social capital is the social capital stored among employees, managers, departments and between employees and managers. External social capital is the connection between external organizations, such as higher authorities, government departments, financial institutions, other enterprises and universities.

Most of the interviewed leaders of the 13 private dental hospitals believed that the factors affecting the social capital of private dental hospitals were more focused on external social capital, that is, policy environment, hospital medical technology and services, and that social capital in this aspect could also have a greater impact on the operation and development of the hospital. However, the internal social capital, such as the salary of the staff, was considered relatively unimportant. The interview results give the influencing factors and importance of social capital formation in private dental hospitals from a qualitative perspective, that is, under the current environment and industry development trend, the role and importance of external social capital are greater. In order to better analyze the accuracy of this result, this paper further from a quantitative perspective, through multiple regression model, In order to better analyze the accuracy of the results, this paper further conducted a quantitative analysis of the relevant influence of internal and external social capital,

and added the variable of patients' trust in hospitals and doctors, so as to better simulate the role of social capital in the operation and development of private dental hospitals.

Among the selected predictive variables, the significance test results of all variables were good (P value less than 0.05), and they played a significant role in the regression model. The standard for judging the relative importance of the predictor variables is the standardized partial regression coefficient. The larger the absolute value is, the greater the contribution to the model is and the more important it is to the predictor. In this 11 prediction variables, the partial regression coefficient of the biggest for the patient to the hospital and doctor's trust evaluation, financial subsidies, the hospital investment in medical technology and equipment, hospital and government communication frequency (i.e., the number of participating in policy discussions), these variables form of social capital for private dental hospitals and hospital operation management efficiency has a relatively large impact.

In addition, from the perspective of the classification of variables, the internal and external social capital of the three types of social capital and trust, and trust for hospital social capital formation and the influence of the efficiency of management, the largest is the effect of the external social capital is greater than the formation of internal social capital.

Discussion

1. Discussion of understanding social capital of dental hospital in Changzhou City

Social capital plays a crucial role in the healthcare sector, as it shapes the relationships, trust, and reputation that institutions hold within their communities and the broader healthcare ecosystem. The research conducted in Changzhou Dental Hospital seeks to understand the social capital within the context of private dental healthcare facilities and explore the determinants that contribute to its formation and development.

This research establishes a comprehensive definition of social capital specific to Changzhou Dental Hospital. According to the study, social capital in this context encompasses intangible assets, emphasizing the importance of the hospital's reputation, trust, and relationships with various stakeholders, including the local community and government departments. Patients' perceptions of the hospital's medical service

attitude and technical prowess during treatment are key components of this social capital.

Moreover, it extends to the hospital's ability to effectively engage with relevant government entities, thereby facilitating regulatory compliance and community healthcare initiatives. In essence, social capital represents the hospital's capacity to cultivate and leverage relationships, trust, and a positive reputation to enhance daily operations and provide superior patient care (Lee, et al., 2018; Hoelscher, et al., 2005, pp. 103-109).

The research identifies three principal elements of social capital within Changzhou Dental Hospital: reputation and trust, community relationships, and participation with government departments. Reputation emerges as a pivotal component, reflecting the hospital's recognition by patients, which, in turn, fosters trust. Furthermore, the dental hospital's deep connections with the local community underscore the importance of community relationships as a dimension of social capital. This involves establishing strong ties with local residents, community organizations, and enterprises. Effective engagement with relevant government departments represents another facet of social capital, contributing to regulatory compliance, collaboration on public health initiatives, and advocacy for favorable healthcare policies (Helling, et al., 2005, pp. 1-73; Mason, 2016, pp. 448-455; Hung & Lau, 2019, pp. 1-13).

The research introduces a framework for analyzing the determinants of social capital in Changzhou Dental Hospital, emphasizing three key perspectives: social network, social trust, and social norms. In terms of social network, the study highlights the significance of relationships within the organization, specifically the hospital's connection with staff. This includes the hospital's concern for employee well-being and the frequency of communication between the hospital and its staff. Additionally, social network factors encompass employee salaries and communication frequency. Social trust, on the other hand, pertains to the trust that individuals have in the hospital's involvement in social activities and its corresponding investments. These investments span medical equipment, medical technology, infrastructure, and patient communication frequency. Lastly, social norms encompass the hospital's interactions with the government, financial support, and participation in policymaking. Factors include the frequency of communication between the hospital and government entities and financial investments (Hajizadeh, et al., 2021, p. 128; Rosenbaum, et al., 2016, pp. 1-9).

By delving into these three aspects, the research sheds light on the fundamental components of social capital in private dental hospitals. It provides a valuable framework for understanding how private dental hospitals can influence the

formation of their social capital and the potential influencing factors that drive its development.

This research contributes to our understanding of social capital in the context of Changzhou Dental Hospitals, emphasizing the significance of reputation, trust, community relations, and government engagement. The identified determinants and perspectives offer a comprehensive framework for analyzing and enhancing social capital in private dental healthcare facilities, ultimately leading to improved patient experiences and resource mobilization.

2. Discussion of influencing of social capital on management efficiency of dental hospital in Changzhou City

The research results indicate that social capital has a significant impact on the management efficiency of private dental hospitals in Changzhou. Among the factors related to internal social capital, employee salaries, frequency of communication between employees and managers, and employee education were found to significantly influence hospital operation efficiency. This suggests that while building external social capital, hospitals should also consider improving the salary levels of medical staff and enhancing communication channels between staff and management.

Investment in medical equipment, participation in Medicare fixed point, investment in medical technology, favorable tax policies, subsidies from financial funds, and frequency of communication with the government were all identified as significant factors influencing hospital management efficiency. This underscores the importance of hospitals' engagement with external stakeholders, including government agencies and their investments in medical technology and equipment (Okech & Lelegwe, 2016, p. 218; Velter, et al., 2020; Spieske, et al., 2022, p.5).

Trust emerged as a critical factor, with patients' trust in both doctors and hospitals significantly impacting hospital operation efficiency. This suggests that building and maintaining trust among patients is paramount for private dental hospitals. Trust was identified as the factor with the highest impact, emphasizing the need for hospitals to establish a strong reputation among patients (Chen, et al., 2015, pp. 1-17; Mikesell & Bontempo, 2023, pp. 1981-1993).

Trust was found to be the most critical factor in the formation of social capital and management efficiency, followed by external social capital factors, which were collectively more influential than internal social capital factors. This highlights the need for hospitals to prioritize building trust among patients and investing in external social capital through technology, equipment, and government engagement.

This research implies that private dental hospitals should focus on gaining and maintaining the trust of patients as a primary strategy. Establishing a positive reputation among patients is crucial, and this can be further strengthened by enhancing the capabilities of medical staff. Additionally, hospitals should invest in medical technology, equipment, and actively engage with government policies and discussions to build external social capital.

3. Discussion of influencing social capital on doctor-patient relationship of dental hospital in Changzhou City

This research results reveal the significant impact of various social capital variables on the doctor-patient relationship in private hospitals. For employee salary (internal social capital), the research indicates that employee salary has a significant positive impact on the doctor-patient relationship. This suggests that higher salaries for hospital staff contribute to strengthening the relationship with patients. When healthcare workers are well-compensated, they are more likely to be motivated and dedicated to patient care (de Oliveira Vasconcelos Filho, et al., 2016, pp. 1-11; Rubel, et al., 2021, pp. 368-391).

For frequency of communication between employees and managers (internal social capital), this study shows that communication frequency between employees and managers also positively influences the doctor-patient relationship. Effective communication within the hospital fosters a sense of attention and commitment to patient well-being (Rosenbaum, 2021, pp. 223-247).

Investment in medical equipment is identified as a significant factor in enhancing the doctor-patient relationship. This aligns with the idea that modern and well-equipped facilities improve the overall patient experience and satisfaction. The research finds that investment in medical technology significantly impacts the doctor-patient relationship. Advanced medical technology can directly enhance the quality of healthcare services, leading to greater patient trust and satisfaction (Al-Neyadi, et al., 2018).

Both the patient's trust in the doctor and the patient's trust in the hospital have a substantial positive influence on the doctor-patient relationship. Trust is fundamental in healthcare, as it impacts patient willingness to seek treatment and follow medical advice (Shan, et al., 2016).

This research findings suggest that strengthening the doctor-patient relationship in private hospitals involves improving various aspects of social capital. This includes enhancing employee compensation, promoting effective communication within the hospital, investing in advanced medical equipment and technology, and fostering trust

between patients, doctors, and the hospital. These factors collectively contribute to a positive doctor-patient relationship, which is crucial for the success and reputation of private healthcare institutions.

4. Discussion of influencing social capital on political engagement of dental hospital in Changzhou City

The study reveals that several variables significantly influence the political engagement of private hospitals. These variables include investment in medical equipment, investment in medical technology, favorable tax policy, and communication frequency with the government. Additionally, patients' trust in the hospital is also a significant factor.

The research finds that increasing investment in medical equipment and technology can enhance a hospital's political engagement. This suggests that hospitals can demonstrate their medical strength to the government by modernizing their facilities and adopting advanced medical technologies. Adherence to existing tax policies is another factor that significantly affects political engagement. Hospitals that actively comply with tax policies may project an image of responsible management and active participation in policy communication, which can influence government decisions (Mozaffarian, et al., 2018). The study highlights the importance of actively engaging with government authorities. Hospitals that maintain regular communication with the government are more likely to establish positive relationships and contribute to policy discussions, ultimately enhancing their political participation (Halpern, et al., 2017, pp. 320-336).

Patients' trust in the hospital is identified as a critical factor. Hospitals that build and maintain trust with their patients can improve their social reputation. This, in turn, may lead the government to consider the needs of private dental hospitals more favorably when formulating policies (Hosseini & Behboudi, 2017, pp. 580-590). The research also acknowledges that while some variables, such as employee salaries and the frequency of communication between employees and managers, did not show significant effects on political engagement, they should not be neglected. Employee satisfaction and internal relations can impact the hospital's image and reputation in the long run. Patients' trust in doctors, though not highly significant, also plays a role in resource allocation within hospitals.

The findings suggest that private hospitals aiming to enhance their political engagement should primarily focus on strengthening their external social capital by investing in medical equipment and technology, adhering to tax policies, and maintaining active communication with the government. Additionally, building and maintaining

trust with patients is crucial for improving the hospital's social reputation. It's essential to consider these factors collectively to avoid potential complications and ensure the hospital's overall success in the political landscape.

Recommendations

1. Practical Recommendations

First of all, private dental hospitals should pay attention to medical quality, which is the key to the formation of external social capital of the hospital, and also the key to build patients' trust in the hospital and doctors. In this regard, it is necessary to improve the quality of medical services by refining the existing rules and regulations, assessment system and patients' daily feedback. At the same time, it is necessary to set up an assessment leading group with the main leaders of the hospital as members to strictly and frequently focus on the guarantee of medical quality and safety, so as to effectively ensure the strengthening of service quality. In addition, private dental hospitals should organize training and lectures to publicize the legal knowledge to medical staff, enhance the legal awareness and professional ethics of medical staff, strictly implement the safety responsibility reward and punishment system, find once, deal with once, and strongly attract the attention of the whole hospital to safety.

Secondly, in terms of human resources, the talent echelon of private dental hospitals should pay attention to the long-term planning, not only to fully attract new talents, but also to further improve the level of staff treatment, so as to strengthen their own internal social capital. To this, the hospital can by means of the implementation of integrated management system from top to bottom, to dig deeper into the internal talent, combined with management by objectives and performance rewards and punishment, to attract talents in the industry, is the enterprise future development needs on the main direction, human resources through private dental hospital internal mining combined with outside way to attract a large number of talents, Will be ready to echelon personnel management and training, so as to realize the economic benefit and social benefit of enterprise.

Finally, in terms of daily financial management, private dental hospitals should carry out the comprehensive budget management system further consideration, in the past year carryover funds, all included in the budget management, such as career development funds and establishing and perfecting the budget preparation, approval and budget adjustment, analysis, reporting system, strengthening the cost control consciousness, strengthen the daily cost management, From the use of daily office

supplies and the method of saving medical consumables to the establishment of a control mechanism to reduce energy consumption, while strengthening the supervision of the use of funds, publicize the standard of service fees, improve the transparency of fees, set up a special inspection team, irregularly carry out unannounced inspections of all departments, and conduct internal publicity of the results of each inspection. So as to strengthen the efficiency of the use of funds.

2. Recommendation for Future Research

Due to I am in the process of medical market analysis knowledge level, cognitive ability and experience, the influence of such factors as plus time is hasty, when analyzing the internal conditions, due to the part of the hospital information construction is not perfect, lead to the hospital in this article use the customer data relative flaws, there are certain error statistics of patient information; In the external environment analysis, the lack of major competitors operating data, market share, as well as specific marketing strategy first-hand data as evidence, only in query information through the official website, fieldwork base flow, on-site consulting data to forecast the market price, although have certain reference for research and practical, But the future of data availability in this regard should also be further strengthened. In addition, future follow-up research should strengthen the research and analysis of the medical market, and then formulate more accurate, practical and competitive marketing strategies according to their own resources, so as to provide certain theoretical basis and practical experience for the development of private dental hospitals with differentiated market positioning and accurate target marketing.